Alberta Public Service

WORKFORCE PLAN

Final Report 2009-12

RESPECT
ACCOUNTABILITY
INTEGRITY
EXCELLENCE

ALBERTA'S PUBLIC SERVICE

Proudly working together to build a stronger province for current and future generations

Alberta

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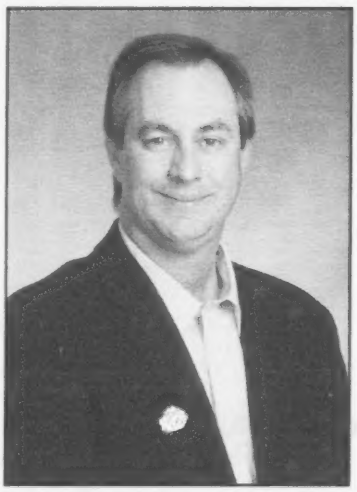
Public Service Commissioner's Message



Alberta Public Service (APS) employees contribute to the future of Alberta through the work we do each day to ensure the best outcomes for Alberta's citizens, environment and economy. The APS Workforce Plan, championed by Deputy Ministers from across government, ensures that we have a skilled workforce with the capacity to meet changing business needs and to continue to provide high quality programs and services to Albertans. The three-year plan focuses on supporting growth and development, providing a quality work environment for employees and positioning the Government of Alberta (GoA) as an attractive employer for current and potential employees to ensure we have a strong public service that can deliver on government priorities.

This report outlines what was accomplished over the past three years as well as highlights key achievements from the past year.

We continue to place priority on building a quality work environment that enables us to do our best work for Albertans and ensure we have the workforce to continue to deliver on government's goals now and in the future.

Sincerely,

Original signed by

Dwight Dibben
Public Service Commissioner

About the Alberta Public Service (APS) Workforce Plan and Final Report

The APS Workforce Plan is the government's cross-government human resource (HR) strategy for positioning our employees for continued success by building strength in our workforce and focusing efforts to support employees to do their best work for Albertans. Since 1997, the plan has been updated annually to address trends and input from annual corporate employee surveys, exit surveys and key stakeholders and advisory groups with 2011-12 marking the final year of the 3-year APS Workforce Plan.

HR priorities are identified in the following key priority areas:

- **Develop** — building strength within the public service
- **Engage** — supporting and inspiring employees to perform their best
- **Attract** — promoting the Government of Alberta as a positive career choice

The APS Workforce Plan guides the development of employee support initiatives to encourage career and leadership development, focus on learning opportunities for our workforce, recognize team and individual achievements, and support a safe and healthy workplace. The development and implementation of these employee supports is the result of ongoing cross-ministry collaboration.

2011–12 Highlights

The following were key achievements for 2011-12:

- New and enhanced course and program offerings for all GoA employees in the online GoA Learning Centre Catalogue (*www.goalearningcentre.gov.ab.ca/catalogue*).
- Over 15,400 classroom and e-learning registrations and over 1,000 sessions were offered through the GoA Learning Centre.
- Stakeholders were brought together to develop the Executive Leader Profile and existing leadership development programs and services were enhanced.
- The APS Competency Model was reviewed to ensure the organization and people are positioned with the right competencies for success into the future, create a stronger connection to our vision and values, and make the competencies easier to understand and use.
- A culture of recognition was promoted through initiatives such as the Premier's Award of Excellence (PAE) awards, updated process and supports for the Deputy Minister of Executive Council Service Excellence (SE) Program, and continued to coordinate information sharing on ministries' informal recognition programs.
- A safe and healthy workplace was maintained for employees by advancing Workplace Health and Safety programs and services including promoting the implementation and evaluation of the GoA Occupational Health and Safety (OH&S) Program and offering Health Coaching and training to employees.
- The OH&S training opportunities reached unprecedented levels. The OH&S Program implementation evaluation was supported through the use of the renewed Certificate of Achievement in Safety Excellence audit tool and the Partnerships Certificate of Recognition audit tool.
- The GoA continues to be promoted as a positive career choice with its wide variety of career opportunities through the government-wide Ambassador Program and summer student employment opportunities.
- A focus on efficient business processes that support and enhance our efforts to recruit and select the best talent continued through the development of new staffing resources that support both timely hiring decisions and quality hires. As well, the Staffing Training Program for HR professionals and hiring managers was enhanced to strengthen the business partner relationship and focus on a more strategic approach to staffing.
- Employee benefits were enhanced by adding a new Health Spending Account to be implemented in 2012.

DEVELOP

Building strength within the Alberta Public Service (2009–12)

Taryn Doty
Writer

WHAT WE SAID WE WOULD DO

Promote learning and development opportunities to support employees in reaching their full potential.

WHAT WAS ACHIEVED FROM 2009 TO 2012

APS employees had greater options and better access to learning from the creation of new strategies for educational delivery and expanded course options including:

- an expanded educational delivery using e-learning, Live Meeting and other technologies;
- six half-day sessions on leading edge business topics offered through the Leading in Learning Series (*www.chr.alberta.ca/lls*) that included the Next Generation Workplace, Career and Achieving Success Through Collaboration;
- over 46,700 classroom and e-learning registrations and over 3,040 sessions were offered through the GoA Learning Centre from 2009 to 2012; and
- the GoA Learning and Development Leaders Team was formed in collaboration with other ministries to discuss cross-government opportunities to enhance and improve access to learning and development opportunities.

100%

of GoA ministries promoted learning and development opportunities to support employees in reaching their full potential in 2011-12. Ministry examples from across the GoA are listed below.

- A monthly column is used by some Deputy Ministers to promote employee programs and initiatives, with particular focus on the importance of continuous learning and career conversations.
- Career paths were developed for a number of occupations within the ministry in order to support employee career and learning planning.
- An Administrative Support Career Development Program was developed that includes an Administrative Support Training Matrix, Career Path, and an Annual Administrative Conference.
- Internal facilitators provided training on topics such as Change Management, Communication Skills, Team Building, and Safety.
- Learning Bulletins were sent on a monthly basis to employees to provide timely information on GoA Learning Centre offerings, ministry-specific training and new tools and resources to promote learning.
- A Learning and Development Advisory Committee was initiated within a ministry.

DEVELOP

Building strength within the Alberta Public Service (2009–12)

WHAT WE SAID WE WOULD DO Focus on leadership capacity, supervisory skills, and public policy excellence.

WHAT WAS ACHIEVED FROM 2009 TO 2012

Leadership Capacity and Supervisory Skills

- A number of new resources were launched in 2010 and 2011 to support leadership and supervisory development including:
  - an interactive *Supervisory Competency Self Assessment tool* that helps assess individual strengths and areas of development;
  - the Leadership Map (*www.chr.alberta.ca/leadershipresources*), which helps leaders navigate through learning tools such as assessment services, developmental planning and learning options to meet their development goals;
  - leadership development key topic area in the GoA Learning Centre Catalogue;
  - an Executive Leader Profile that describes the characteristics, key experiences, and competencies of an outstanding executive leader; and
  - access to professional coaching services through a pre-qualified list of coaches.
- Aspiring, new and experienced supervisors gained essential skills and knowledge to be successful in their role through the Supervisor Certificate Program (*www.chr.alberta.ca/scp*). The program had over 1,623 participants and 549 have received a certificate of completion since the program started in 2007.
- Supervisors, senior managers and executives received feedback on their strengths and areas of development through Assessment Services. This service provides multi-rater feedback and focuses on competency development. There were 272 participants in Assessment Services from 2009 to 2012.
- New and experienced managers learned how to be more effective in their roles through the Management Essentials Program (*www.chr.alberta.ca/essentials*). The program provides an overview of APS management practices, policies and information. From 2009 to 2012, 280 participants attended the Management Essentials Program. Based on participant feedback, the course was redesigned in 2010 into a series of six half-day courses to provide participants with more flexibility.
- The GoA supported senior and executive managers in gaining new knowledge and developing their skills on-the-job through developmental moves in the Executive and Senior Manager Mobility Program (*www.chr.alberta.ca/mobility*). This program also provided tangible strategies for knowledge transfer and succession management. Since the program started in 2005, 108 cross-ministry mobility, knowledge transfer and succession enhancement placements have been supported.

DEVELOP

Building strength within the Alberta Public Service (2009–12)

- Leaders and aspiring leaders continue to access world-class expertise through the *University of Alberta/Government of Alberta Management Programs*. Over 6,000 participants attended courses and 693 individuals graduated from these programs in the past three years.
- The *Post-Graduate Program* for the Management Development Program (MDP) (*www.chr.alberta.ca/mdp*) and Senior and Executive Managers' Development Program (SEMDP) (*www.chr.alberta.ca/semdp*) was launched in 2010. This enabled manager graduates of the MDP to take courses in the SEMDP and SEMDP graduates to take courses through the Corporate Executive Development Program (*www.chr.alberta.ca/ced*). Two hundred and thirty-nine managers and senior managers have participated in this program since its inception.

Policy Excellence

- The APS Policy Internship Program was launched in 2009 to attract recent post-secondary graduates into policy careers and help them develop through meaningful work experience and learning opportunities. In the first two intakes of the 16-month program, 48 interns participated. A third intake of Policy Interns were welcomed in May 2012.
- GoA *Policy Ambassadors* actively promoted APS policy careers at career fairs, forums, speaker panels, mock interviews, information sessions and presentations at post-secondary schools.
- A new series of five *Policy Essentials courses* were developed and launched to help employees build their knowledge, skills and competencies in developing policy advice.
- Two new public policy modules were piloted and launched in 2009, one in the Senior and Executive Managers' Development Program and one in the Management Development Program.

100%

of GoA ministries focused on leadership capacity, supervisory skills and public policy excellence in 2011. Ministry examples from across the GoA are listed below.

Leadership Capacity

- A Leadership Series was developed where a speaker from within the community, talked to staff about their leadership journey and what they believe are the attributes of a good leader.
- A Leadership Framework was drafted based on feedback from employees at all levels of the organization with the intent to build on the identified qualities of future public service leaders and outline possible paths for development.
- A Leadership Vision was developed and development of supporting resources for the Leadership Journey is underway.
- A Management Toolkit Overview program was developed to provide management with consistent and current information on their management responsibilities.
- The Leadership Challenge workshop was offered to employees.

Supervisory Skills and Public Policy Excellence

- A variety of leadership and supervisor development opportunities were offered to staff, including a cross-divisional mentoring program.
- A Policy in Motion program was developed to build policy capacity within the ministry.

DEVELOP

Building strength within the Alberta Public Service (2009–12)

WHAT WE SAID WE WOULD DO

Encourage career growth so employees can pursue options that fit their skills, interests and professional development goals.

Lee Kruszewski
Executive Director

WHAT WAS ACHIEVED FROM 2009 TO 2012

- New tools were introduced to help employees manage their careers, including:
  - three new career and learning plan resources: an *Overview of Career and Learning Plans*, a *Guide to Career and Learning Plans for Employees*, and a *Guide to Career and Learning Plans for Supervisors*;
  - a new Career Development Resources web page (*www.chr.alberta.ca/career*) to make it easier for employees to access career resources and information;
  - an interactive Learning and Development Options tool (*www.chr.alberta.ca/ldo*) to help employees determine which learning activities best suit their learning style and development needs; and
  - several new and enhanced career development related courses that were introduced as part of a new career development topic area are featured in the GoA Learning Centre Catalogue.
- Career development resources, tools and supports were actively promoted through information sessions on the various APS resources available to help employees manage their careers. From 2010 to 2012, 38 sessions were offered through 14 ministries.

100%

of GoA ministries encouraged career growth by promoting career conversations and planning and supporting developmental moves in 2011. Ninety-five per cent of the ministries promoted and supported awareness of career development skills and resources in 2011. Ministry examples from across the GoA are listed below.

- Various ministries either shared or had a career consultant, who provided career planning support to staff at all levels.
- A Career Planning Conversation tool and individual career profiles were developed to raise awareness of different roles and examples of career paths.
- "My Guide to Active Learning Resources" was created by a ministry's Learning and Development Committee to support employees and supervisors by providing ideas and suggestions for applying individual learning.
- A brown-bag lunch session was held on career development resources.

ENGAGE

Supporting and inspiring employees to perform their best (2009–12)

Tony (Anthony) Churchill
Correctional Peace Officer

WHAT WE SAID WE WOULD DO

Recognize employees for strong performance, and continuing to live our values.

Create and adopt best practices to support individual and team performance.

WHAT WAS ACHIEVED FROM 2009 TO 2012

The Premier's Award of Excellence (PAE) Program

- Teams were recognized for demonstrating superior client service and business excellence in the GoA through the PAE Program (*www.chr.alberta.ca/premier*). Over the past three years 58 teams were awarded a PAE.
- The PAE Leadership Team training was enhanced in 2011 with a refreshed program for returning members and an advanced pilot program for experienced members. Process mapping training was reformatted into modules.
- The 2011 PAE Ceremony recognized the efforts of those involved in the Slave Lake Wildfire Response and Recovery Efforts and included an expression of gratitude for Premier Stelmach's support of the program during his tenure.
- A comprehensive review of the PAE Program commenced with a goal of making innovative improvements to the program.

Excellence Canada Awards

- One PAE ongoing work team and three PAE gold project teams received national recognition for their significant contributions in the 2011 National Quality Institute Canada Awards for Excellence Ceremony.

Deputy Minister of Executive Council Service Excellence (SE) Program

- Work units that completed the Deputy Minister of Executive Council SE Program (*www.chr.alberta.ca/goaserviceexcellence*) enhanced their ways of doing business practices, which in turn benefited their clients by incorporating the principles and practices of service excellence and continuous improvement into the workplace.
  - Four teams were recognized with the Deputy Minister of Executive Council SE awards in 2009 and 2010.
  - In 2010, the SE workbook and guidebook were updated to create a closer alignment with the PAE program.
  - In 2011, the SE workbook, website, and process for the program were revised and a SE orientation session was also developed.

ENGAGE

Supporting and inspiring employees to perform their best (2009–12)

Performance Management

- In 2009, a team of cross-ministry representatives developed and communicated enhancements to the performance management process and supports that included:
  - the development of a voice over PowerPoint and guidebook for the Performance Management in the APS training tool;
  - the creation and delivery of goal setting workshops; and
  - the revision of performance contracts for managers, opted out and excluded employees to reflect a focus on career and learning planning.
- Goal-setting training materials were made available to all employees in 2010, both in the online Employee Resource Guide (*www.chr.alberta.ca/resourceguide*) and through the Corporate Human Resources website.
- A collaborative cross-ministry team came together in 2011 to focus efforts and make improvements in approaches used for performance management across the APS through information sharing.
- Preliminary planning for a comprehensive review of performance management is currently underway.

100%

of GoA ministries recognized employees for strong performance and continuing to live our values in 2011. Ministry examples from across the GoA are listed below.

- Individual recognition was supported through the staff run program "People Make the Difference," which is tied to the GoA values. Under this program individuals are recognized in four categories: Bright Ideas, Behind the Scenes, Exceptional Service and Great Leader.
- Work and personal contributions of employees were showcased through both formal and informal means through the Ovation Program.

Alberta Public Service Vision and Values

- The APS Vision and ongoing focus on living the APS Values continued to be promoted:
  - the APS Vision and Values website (*www.chr.alberta.ca/apsvisionandvalues*) was updated to reflect the new GoA brand;
  - updated the Vision and Values Handbook; and
  - updated communication and marketing materials including vision and values cards, posters, pens and mugs. These items were supplied through an online ordering site for ministries.

Recognition

- Employees are recognized for ongoing contributions for every five years they are with the APS. In 2009 and 2010, the Common Milestone Recognition (CMR) Program was strengthened by:
  - a team of cross-ministry representatives working together to implement a Milestone Recognition policy and determine a common vendor for recognition awards. This resulted in a common GoA approach to recognizing key milestones, a vendor review, revised guidelines and increased employee communication;
  - the CMR cross-ministry SharePoint site was redesigned to provide a more user-friendly format; and
  - updates that were made to the Recognition Guidebook.
- In 2011, the focus was on sharing information about informal recognition programs at cross-ministry recognition team meetings as well as looking at ways to improve recognition for long service and retirement for APS employees.

ENGAGE

Supporting and inspiring employees to perform their best (2009–12)

WHAT WE SAID WE WOULD DO

Promote a safe, healthy environment that provides the foundation for employees to succeed.

WHAT WAS ACHIEVED FROM 2009 TO 2012

- Opportunities for improvement were identified from a 2010 review of all employee health services programs.
  - The Disability Management Program (*www.chr.alberta.ca/disabilitymgmt*) was implemented to assist HR professionals and frontline supervisors in managing workplace health issues to continue to meet the changing needs of the APS.
  - *Health Coaching* was introduced as an added support to employees and their families under the existing Employee and Family Assistance Program.
  - *Medical Consultant Services* were enhanced through the development of quality assurance measures to standardize medical reporting quality, improve appointment times and offer a wider variety of assessment options.
- Employees and HR professionals were educated in how to promote a safe and healthy environment through implementation of the GoA OH&S Program.
  - The *GoA OH&S Program* was revised in 2009 to include standards and guidelines and to identify OH&S training requirements. In 2010, a Program Improvement Committee was formed to support continuous program improvement.
  - Since 2009 almost 3,000 GoA employees have taken OH&S courses delivered by a team of government OH&S facilitators, with 300 employees graduating from the GoA OH&S Certificate Program. In 2011-12 alone, 121 OH&S training sessions were delivered to GoA employees.
- Workplace health was promoted through education and awareness initiatives.
  - HR Professionals received information and education sessions on topics including substance abuse in the workplace, mental health, and stress management.
  - To further clarify the practical application of existing resources and programs, regular health practices In-Service training, disability management and Case Conference sessions were offered.

100%

of GoA ministries promoted a safe, healthy environment that provides the foundation for employees to succeed in 2011. Ministry examples from across the GoA are listed below.

- Awareness of the Employee and Family Assistance Program was promoted.
- Services and resources were used to proactively reduce the impact of absenteeism on the workplace.
- Healthy lifestyles and prevention was promoted through information and resource reference.
- A safe and healthy environment was promoted through the Critical Incident Peer Support Program that supported employee mental health and wellbeing when faced with work related critical incidents.

ENGAGE

Supporting and inspiring employees to perform their best (2009–12)

Trish Randolph-Beaver
Education Manager

- Other Programs and Resources
  - Workplace health-related information was further promoted to employees through the workplace health website (*www.chr.alberta.ca/workplacehealth*) and articles in the GoA Connector in 2011.
  - In 2010, the GoA Occupational Health Monitoring Program to monitor for hearing loss, lead poisoning, and pulmonary function was reviewed for improvement.
  - As the Certifying Partner for the GoA for the Partnerships in Injury Reduction Program, a team of 80 GoA auditors and 50 audits were managed in 2011, of which 30 achieved or maintained Certificate of Recognition status.

WHAT WE SAID WE WOULD DO

Enable flexibility in the workplace that balances the needs of employees and the work they do.

WHAT WAS ACHIEVED FROM 2009 TO 2012

- Awareness and understanding of flexible work arrangements was promoted through cross-ministry communications and development of a SharePoint site that features information on flexible work arrangement policies and tips for implementation.
- Options that enable a flexible work environment include:
  - Flex Time
  - Modified Hours
  - Part Time
  - Compressed Work Week
  - Telework
  - Job Share
  - Employee Funded Leave
- Information on flexible work options can be found at *www.chr.alberta.ca/flexible*.
- More information is available through each ministry's HR Office.

100%

of GoA ministries enabled flexibility in the workplace that balances needs of employees and the work they do in 2011.

ATTRACT

Promoting the Government of Alberta as a positive career choice (2009–12)

WHAT WE SAID WE WOULD DO

Showcase the diversity of careers in the Alberta Public Service and a work environment where people make a difference.

WHAT WAS ACHIEVED FROM 2009 TO 2012

Ambassador Program

- Prospective employees saw the APS as an employer of choice with a wide variety of career opportunities through the government-wide Ambassador Program (*www.chr.alberta.ca/ambassador*).
  - Ambassadors participated in 40 career fairs, 29 presentations, and 17 University of Alberta (U of A) career forums.
  - Nine Ambassadors participated in the U of A Career Information Network, where they shared their career experience with students and helped to build awareness of the diverse careers/ occupations in the GoA.
  - During the U of A's Job Shadow Week, 24 Ambassadors participated as job shadow hosts. This provided students with an opportunity to job shadow from one to four days and learn first-hand what it's like to work for the GoA.

Student Summer Employment Registration Service

- Through summer student employment opportunities, students learned about the organization, developed workplace skills and gained career related experience. From 2010 to 2011, 203 students were hired through the *Student Summer Employment Registration Service* in various types of work in 14 ministries.

GoA ministries showcased the diversity of careers in the APS and a work environment where people make a difference in 2011. Ministry examples from across the GoA are listed below.

- Working in partnership with various stakeholders, The Green Certificate Program was offered. This is an apprenticeship-style training program for all Albertans serving the agriculture industry.
- Information meetings were held with job seekers who were interested in finding out more about working for a ministry.
- The Student and Intern Program was promoted and Student Orientation was offered to introduce students to a ministry and potential career opportunities in the APS.
- The Junior Forest Ranger and Aboriginal Junior Forest Ranger Programs were coordinated and supported to encourage choosing a career in the field and a position with the GoA.

Statistical Results

- There were 1,767 short-term GoA student and recent graduated work-related opportunities in 2011.
- 95% of all ministries participated in the Ambassador Program in 2011.

ATTRACT

Promoting the Government of Alberta as a positive career choice (2009–12)

WHAT WE SAID WE WOULD DO

Ensure timely, efficient business processes that support and enhance our efforts to recruit and select the best talent.

Norma Campbell
Enforcement Operations Officer

WHAT WAS ACHIEVED FROM 2009 TO 2012

- In 2009, recommendations were developed to enhance current business processes based upon an evaluation conducted on the GoA recruitment and selection processes that involved online surveys, focus groups and client/stakeholder interviews. In 2010 and 2011, the HR Community collaborated to implement the approved recommendations resulting in the development of new staffing resources. These new resources supported timely hiring decisions and high quality hires, strengthened the HR/Hiring Manager business partnership and helped applicants prepare for and participate in the staffing process.
  - Developed supports to strengthen the HR-Hiring Manager business partner relationship and a more strategic approach to staffing that included:
    - updated Staffing Principles;
    - customized training program to further develop HR consulting skills;
    - a new Strategic Staffing Plan conversation tool;
    - information to increase awareness of the different ways to attract, recruit and develop students and recent graduates; and
    - a recommended approach to enhance integration of competencies into the staffing process
  - Creation of a Strategic Workforce Planning Team and renewed the HR Metrics team, which are both composed of members from across different ministries. These teams collaborate in the development of various tools that support the move towards a more strategic approach to HR Planning.
  - Improved business processes that included:
    - a new automated Staffing Request form and workflow process;
    - implementation of direct access to the Student Summer Employment Registration Service for hiring managers;
    - collaborative recruitment initiatives;
    - new advertising templates that offer provincial agencies the opportunity to represent themselves as a unique entity under the GoA employer brand;
    - development of a discussion paper related to delegation of staffing authority to qualified and interested hiring managers; and
    - development of position management (temporary functionality) information and training to support HR and payroll business process.

ATTRACT

Promoting the Government of Alberta as a positive career choice (2009–12)

– Enhanced training for HR professionals and hiring managers that included:
  - updated and revised Staffing Fundamentals training;
  - IMAGIS Talent Acquisition Management training;
  - Job Evaluation training;
  - newly developed Introduction to Staffing for HR Assistants course;
  - Introduction to Staffing for Hiring Managers and Supervisors course; and
  - in-depth training modules for HR Professionals on Staffing Preparation and Planning, Screening and Recruitment Advertising and Competencies in Staffing.

– Developed new supports for HR professionals and hiring managers that included:
  - revised Hiring Managers' Guide to Staffing document;
  - library of sample interview questions;
  - listing of niche/professional organization websites to support candidate sourcing;
  - a summary of appointment methods and recruitment strategies available to support the career service concept;
  - wage employment information;
  - streamlined recruitment advertising process map;
  - a glossary of recruitment advertising terms;
  - a cross-ministry listing of provincial agencies and their affiliated ministries; and
  - ministry and Executive Search agency recruitment processes.

Colleen Yakemchuk
Senior Judicial Clerk

– Developed supports and enhanced resources for applicants that included:
  - enhanced GoA Jobs website (Candidate Gateway) (*www.jobs.alberta.ca*) to improve usability and streamline the application process, and posted new resources for applicants including "Frequently Asked Questions" and "Understanding the Job Posting";
  - changes to online and external advertising templates that enhance the attractiveness of GoA job ads and increase clarity for candidates; and
  - courses offered through the GoA Learning Centre Catalogue to support employee career development including: Connecting Your Resume to a GoA Job Advertisement and Mastering Behavior Description Interview Questions – Employee's Perspective.

ATTRACT

Promoting the Government of Alberta as a positive career choice (2009–12)

WHAT WE SAID WE WOULD DO

Offer compensation and benefits that are competitive, flexible and responsive.

WHAT WAS ACHIEVED FROM 2009 TO 2012

Northern Alberta Pilot Program

- Enhanced the attraction and retention efforts in various northern locations, such as Fort McMurray, Peace River and High Level, through the Northern Alberta Pilot Program. Worked with ministries to gather input from their experiences with the program to develop strategies. The success of the pilot programs resulted in the permanent establishment of Northern Leave and Trips Out Programs. The 55-57th parallel retention and northern attraction bonuses continue on a temporary basis.

Enhanced Compensation and Benefits

- The Long Term Disability salary cap for bargaining unit employees was removed, weekend premium and shift differential for bargaining unit employees were increased in lieu of economic adjustments and lump sum payments were provided for all employees. Employee benefits were enhanced by adding a new Health Spending Account to be implemented in 2012.

Choice Time

- Facilitated choice time every two years, in alternating years, for bargaining unit and non-union employees. Choice Time allows employees to choose benefit plan coverage that meets their needs.

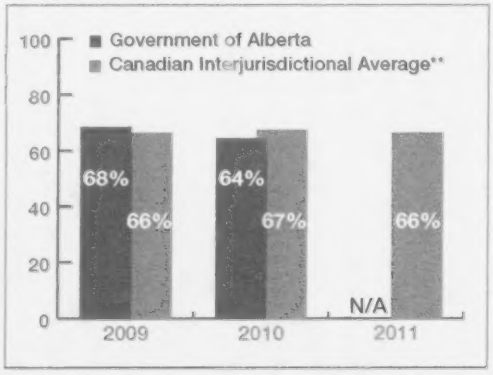
Corporate Employee Survey (CES) Indices

To help give us a better understanding of employee and organizational needs, we have tracked employee feedback through our annual CES since 1998.

Employee Engagement Index

This index is based on the result of six questions from the CES that are the outcome measures of employee engagement.

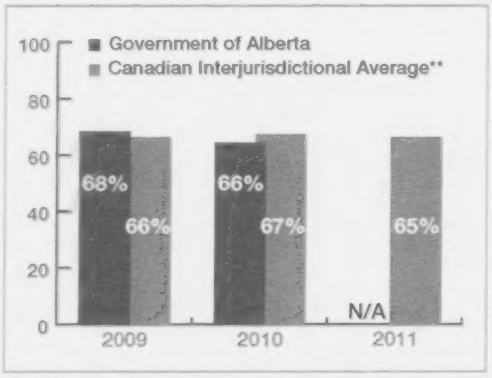
EMPLOYEE ENGAGEMENT INDEX*	2009	2010
Satisfaction with work	78	74
Satisfaction with your ministry/department	66	62
Inspired to give your very best	64	62
Recommend organization as great place to work	66	60
Stay with organization even if offered similar job elsewhere	64	60
Proud to tell people that you work for the organization	69	65



Quality Work Environment Index

This index is based on the result of 11 questions from the CES that measure the key determinants of a quality work environment.

QUALITY WORK ENVIRONMENT INDEX*	2009	2010
Positive work relationships with your co-workers	91	90
Have support at work to provide high level of service	64	60
Your job is a good fit with your skills and interests	84	83
You have support at work to balance work and life	70	69
Satisfied with quality of supervision you receive	71	69
Confidence in senior leadership of your ministry/department	54	51
Know how your work contributes to achievement of goals	72	73
Organization supports your work related learning/development	69	62
Opportunities to provide input into decisions affecting your work	59	57
Receive meaningful recognition for work well done	61	58
Opportunities for career growth within the organization	51	49



* In 2011 the CES was not conducted.

** Surveys have exact wording to questions used in the GoA's CES. Data from 2009 to 2011 was collected by the Employee Engagement Interjurisdictional Team, through a collaborative effort between territorial, provincial and federal governments across Canada. Comparison 2009 to 2011 data is used with permission of the Employee Engagement Interjurisdictional Initiative. In 2011 the CES was not conducted.

Comparative Data

[1] Surveys have exact wording to questions in GoA Survey.

[2] Surveys have similar wording to questions in GoA Survey.

[3] Please note: All survey results used in the context of Hewitt's Best Employers in Canada Study are the property of Hewitt Associates. Any distribution or use of this data, in whole or part, is strictly prohibited. The data provided is confidential and for internal use only.

QUESTIONS	Government of Alberta (%)	Canadian Jurisdictional Average (%) [1] Reported in July	Other Countries (%)			[3] Hewitt's Best Employers in Canada Study (BES) (%)			
			[2] Australian Public Service	[2] United Kingdom Civil Service	[2] USA Federal Government	[2] BES Database (overall average)	[2] 50 Best Employers	[2] Private Sector	[2] Public Sector
	2010	2011	2011			2011			
EMPLOYEE ENGAGEMENT INDEX									
Satisfaction with work	74	72	77	--	85	--	--	--	--
Satisfaction with your ministry/department	62	60	--	--	62	--	--	--	--
Inspired to give your very best	62	67	--	38	--	63	76	64	53
Recommend organization as great place to work	60	63	79	43	69	71	84	72	64
Stay with organization even if offered similar job elsewhere	60	64	--	--	--	--	--	--	--
Proud to tell people that you work for the organization	65	67	73	52	--	--	--	--	--
QUALITY WORK ENVIRONMENT INDEX									
Positive work relationships with your co-workers	90	87	81	--	--	--	--	--	--
Have support at work to provide high level of service	60	63	--	--	--	--	--	--	--
Your job is a good fit with your skills and interests	83	80	74	--	--	75	83	75	75
You have support at work to balance work and life	69	65	67	67	77	62	76	64	54
Satisfied with quality of supervision you receive	69	67	67	--	69	66	75	67	58
Confidence in senior leadership of your ministry/ department	51	54	45	36	--	63	80	66	46
Know how your work contributes to achievement of goals	73	75	--	81	85	--	--	--	--
Organization supports your work related learning/ development	62	62	51	54	67	67	81	69	60
Opportunities to provide input into decisions affecting your work	57	64	52	49	53	56	69	58	47
Receive meaningful recognition for work well done	58	55	52	76	51	48	63	49	38
Opportunities for career growth within the organization	49	49	53	31	40	51	66	54	39

SOURCES

ORGANIZATION	DOCUMENT SOURCED	LOCATION/PROVIDED BY
Canadian Interjurisdictional Average	2010-2011 Report of data collected by Employee Engagement Interjurisdictional Team, a collaborative effort between territorial, provincial and federal governments across Canada.	Comparison 2010-11 data used with permission of the Employee Engagement Interjurisdictional Initiative. For further information, contact *EEIT@gov.ab.ca*.
Australian Public Service	State of the Service Employee Survey Results 2010-2011	*http://www.apsc.gov.au/__data/assets/pdf_file/0018/5913/employeesurvey.pdf*
United Kingdom Civil Service	2011 UK Civil Service People Survey	*http://resources.civilservice.gov.uk/wp-content/uploads/2011/10/Civil-Service-People-Survey-2011-Civil-Service-benchmark-final.pdf*
USA Federal Government	2011 Federal Employee Viewpoint Survey	*http://www.fedview.opm.gov/2011/Published/*
[3] Hewitt	Best Employers in Canada Study	Hewitt

Inquiries about the
2009-12 Alberta Public Service Workforce Plan Final Report
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